

# The Effect of Physical and Mental Health Programs and Career Support on Employee Wellbeing and Loyalty in the Creative Industries in Jakarta

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## Article Info

### Article history:

Received Nov, 2024

Revised Nov, 2024

Accepted Nov, 2024

### Keywords:

Employee Wellbeing  
Employee Loyalty  
Career Support  
Physical and Mental Health Programs  
Creative Industries

## ABSTRACT

This study examines the effects of physical and mental health programs and career support on employee wellbeing and loyalty in Jakarta's creative industries. Using a quantitative approach with 180 respondents, data was collected through a Likert scale-based questionnaire and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS 3). The results indicate that both physical and mental health programs and career support significantly influence employee wellbeing, which in turn has a strong positive effect on loyalty. Additionally, wellbeing mediates the relationship between support programs and loyalty, underscoring the importance of a holistic approach to employee support. Career support showed the strongest impact on both wellbeing and loyalty, suggesting that professional development opportunities are crucial in retaining talent within the creative sector. These findings provide valuable insights for organizations aiming to improve employee engagement and loyalty through comprehensive support programs that address both health and career needs.

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## 1. INTRODUCTION

The creative industries in Jakarta significantly contribute to economic growth and innovation, but the sector's unique demands can affect employee well-being. Prioritizing well-being is essential for sustaining engagement, productivity, and loyalty. Technology integration enhances well-being by improving efficiency and reducing stress through streamlined processes [1], [2]. Similarly, promoting work-

life balance helps mitigate stress common in creative industries, improving overall employee well-being [1]. A supportive workplace culture, characterized by effective leadership, social support, and realistic job expectations, is vital for mental health, while unsupportive leadership and excessive demands can harm it, highlighting the need for sound organizational policies [3]. Mental health support programs, including employee assistance and stress management workshops, boost job satisfaction, reduce

stress, and lower absenteeism, emphasizing their importance in the creative sector [4], [5].

Organizations increasingly recognize the importance of employee wellbeing, implementing programs to enhance physical and mental health. AI-driven solutions analyze data like login hours and vacation days to provide personalized wellness recommendations, improving health, reducing absenteeism, and boosting productivity [6]. Mental health frameworks support evidence-based interventions by integrating various models to enhance wellbeing, minimize harm, and facilitate recovery [7]. Popular interventions, such as resilience-building and mindfulness programs, require tailoring to meet specific employee needs due to varying effectiveness [8]. Strategies like fostering a positive work environment, supporting professional development, and implementing recognition programs enhance job satisfaction, reduce turnover, and improve success [9]. For example, an Indian conglomerate's mental health initiatives, including awareness programs and counseling services, successfully averted suicide cases through timely intervention [10].

Career support programs, including mentorship, training, and career advancement opportunities, are essential for enhancing employee loyalty, especially in creative industries where job fulfillment and purpose are key. Career development significantly impacts job satisfaction, a mediator for loyalty, as shown at PT. Pegadaian Kanwil I Medan, where it positively influenced retention through job satisfaction [11]. At Alibaba, career advancement pathways strongly linked to satisfaction and loyalty highlight the importance of growth opportunities [12]. Training also enhances retention, as observed at PT. Pegadaian Kanwil I Medan, though its direct impact on satisfaction varied [11]. In Vietnamese enterprises, training and promotion opportunities boosted both satisfaction and loyalty, underscoring holistic development's value [13]. Organizational culture further strengthens these effects, as

seen at Alibaba, where a supportive culture enhanced satisfaction (Choudhary et al., 2024), and in Surabaya, where culture, career development, and satisfaction collectively drove loyalty [14], [15].

This study aims to investigate the effects of physical and mental health programs and career support on employee wellbeing and loyalty within Jakarta's creative industries. Specifically, it examines how these programs influence overall employee wellbeing and whether wellbeing mediates the relationship between these programs and employee loyalty.

## 2. LITERATURE REVIEW

### 2.1 *Employee Wellbeing*

Employee wellbeing is a multifaceted concept that significantly influences organizational success, particularly in creative industries where cognitive and emotional demands are high. It encompasses physical, mental, emotional, and social dimensions, all of which are essential for life satisfaction and workplace effectiveness [16], [17]. Wellbeing initiatives enhance engagement, productivity, and retention, critical for maintaining a competitive edge. Engaged employees demonstrate higher motivation and commitment, contributing to improved profitability and customer satisfaction [18], while high levels of wellbeing correlate with reduced turnover as satisfied employees are less likely to leave [11]. Strategies to enhance wellbeing include promoting work-life balance, offering competitive compensation, and providing management support and professional development opportunities, all of which foster

a positive work environment [17]. Mental health initiatives, such as awareness programs, counseling services, and support for differently-abled children, have also been effective in reducing stress and preventing crises [19].

## 2.2 *Employee Loyalty*

Employee loyalty is a multifaceted concept crucial for organizational success, particularly in creative industries where retention challenges are prevalent. Key factors influencing loyalty include job satisfaction, organizational support, and professional growth opportunities. A supportive work environment that prioritizes employee safety and career progression enhances satisfaction and retention [20]. Organizational support positively moderates the link between commitment and loyalty, with affective commitment playing a significant role in improving performance [21]. Professional growth opportunities also foster loyalty, as employees who perceive competence and confidence in their abilities are more likely to remain committed [20], [22]. Modern methodologies, such as integrating surveys with AI and machine learning, improve loyalty assessments by identifying behavioral patterns and the impact of corporate social responsibility [23]. Employee loyalty mediates the relationship between commitment and organizational performance, enhancing engagement, productivity, and cost optimization by reducing

recruitment and adaptation expenses, thus contributing to stability and a positive organizational image [21].

## 2.3 *Physical and Mental Health Programs*

Organizations increasingly recognize the importance of physical and mental health programs to enhance employee well-being and productivity. Well-being interventions, while impactful, require tailoring to specific organizational needs, as no universal solution exists [24]. Research shows that these programs boost organizational growth by maintaining employee health and happiness [25]. Mental health initiatives, such as mindfulness and cognitive-behavioral therapies, effectively reduce stress and improve mental well-being [26]. Human Resource Management (HRM) plays a strategic role in fostering a positive workplace culture by implementing stress management workshops and counseling services to ensure a healthy, productive workforce [27]. However, the complexity of workplace environments necessitates considering factors like job demands, work schedules, and organizational culture in designing interventions [28]. In India, where informal sector workers dominate, economic and cultural factors pose unique challenges to implementing well-being programs [29].

## 2.4 *Career Support*

Career support within organizations is a multifaceted initiative that profoundly influences employee satisfaction, professional growth, and organizational commitment.

Human Resource Development (HRD) programs are most effective when aligned with individual career objectives, highlighting the need for flexibility and relevance in their design [30]. Organizational support for skill development plays a pivotal role in career success, with self-learning attitudes strongly correlating with growth, regardless of employee backgrounds [31]. Training and development initiatives enhance job performance by improving skills and knowledge, thereby increasing engagement and satisfaction [32]. Feedback mechanisms, coaching, and mentoring further reinforce learning and drive continuous improvement in performance [32]. A strong positive relationship exists between organizational support, career development, and commitment, which is essential for employee retention [33], [34]. Growth opportunities and a supportive environment foster a more engaged workforce, ultimately enhancing organizational performance [33].

### ***2.5 The Relationship Between Wellbeing, Career Support, and Loyalty***

There is a well-documented relationship between employee wellbeing, career support, and loyalty, where higher levels of wellbeing lead to increased satisfaction and decreased stress, making employees more likely to stay with their organization [35]. Career support further enhances professional growth, security, and a sense of value, contributing to loyalty [36]. This combined focus on wellbeing

and career support is particularly crucial in creative industries, where employees seek both personal and professional fulfillment. Wellbeing often mediates the relationship between career support and loyalty, as career support initiatives improve wellbeing, which in turn fosters loyalty. This study explores the interplay between physical and mental health programs, career support, employee wellbeing, and loyalty, emphasizing the mediating role of wellbeing in Jakarta's creative industries[37].

### ***2.6 Research Hypotheses***

Based on the literature reviewed, this study proposes the following hypotheses:

- H1: Physical health programs positively influence employee wellbeing.
- H2: Mental health programs positively influence employee wellbeing.
- H3: Career support positively influences employee wellbeing.
- H4: Employee wellbeing positively influences employee loyalty.
- H5: Wellbeing mediates the relationship between physical and mental health programs and employee loyalty.
- H6: Wellbeing mediates the relationship between career support and employee loyalty.

## **3. METHODS**

### **3.1 Research Design**

This study adopts a quantitative research design to test hypothesized relationships between physical health programs, mental health programs, career

support, employee wellbeing, and employee loyalty. Conducted as a cross-sectional study, data were gathered at a single point in time to assess the impact of the independent variables (physical health programs, mental health programs, career support) on the dependent variables (employee wellbeing and loyalty). The population comprises employees from various creative industries in Jakarta, such as advertising, media, and design. Using purposive sampling, 180 respondents were selected based on their experience with health programs and career support initiatives in their organizations, meeting the SEM analysis guidelines recommending a sample size of 150-200 for reliable model estimation (Hair et al., 2011).

### 3.2 Data Collection

Data collection was conducted through a structured questionnaire distributed electronically to the targeted respondents. The questionnaire was designed to measure five main constructs: physical health programs, mental health programs, career support, employee wellbeing, and employee loyalty. Each item on the questionnaire was measured on a 5-point Likert scale, ranging from 1 ("strongly disagree") to 5 ("strongly agree").

### 3.3 Data Analysis Technique

The collected data was analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) version 3, chosen for its effectiveness in handling complex models with multiple variables and its ability to analyze relationships between latent constructs. SEM-PLS is particularly suitable for exploratory studies where normality cannot be guaranteed and provides robust results with small to medium sample sizes (Hair et al., 2017). The data analysis comprised three main stages: (1) Descriptive Statistics, where initial data analysis summarized respondents' demographic characteristics and overall responses; (2) Measurement Model Evaluation, testing the reliability and validity of constructs through indicator reliability, composite reliability,

average variance extracted (AVE) for convergent validity, and the Fornell-Larcker criterion for discriminant validity; and (3) Structural Model Evaluation, where the hypothesized relationships were tested by examining path coefficients and significance levels. Bootstrapping with 5,000 samples was performed to obtain standard errors and t-values, while  $R^2$  values assessed the explanatory power for each endogenous variable. Additionally, the mediation effect of employee wellbeing was analyzed to determine its significance in mediating the relationship between the independent variables (physical health programs, mental health programs, career support) and the dependent variable (employee loyalty).

## 4. RESULTS AND DISCUSSION

### 4.1 Demographic Sample

The demographic characteristics of the sample provide an overview of the 180 employees from Jakarta's creative industries who participated in this study, including details on age, gender, years of experience, and job roles. The age distribution ranged from 22 to 45 years, with a majority of young professionals: 58.3% were 22-30 years old, 32.2% were 31-40, and 9.4% were 41-45, reflecting the youth-centric nature of the industry. Gender distribution was fairly balanced, with 54.4% female and 45.6% male, aligning with trends of gender diversity in creative fields. Regarding years of experience, most participants were early-career professionals, with 43.3% having 1-3 years, 36.1% with 4-7 years, 12.8% with 8-10 years, and only 7.8% having more than a decade of experience. Participants held various roles: 28.9% were designers, 22.8% writers/content creators, 19.4% marketing/branding specialists, 15.0% project managers, and 13.9% in other roles (e.g., multimedia artists, editors). This diversity in roles reflects the multifaceted nature of creative industries and ensures that findings are representative across key job functions within the sector.

### 4.2 Measurement Model

The measurement model assesses the reliability and validity of the constructs used in this study: Physical and Mental Health Programs, Career Support, Employee Wellbeing, and Loyalty. Evaluating the

measurement model involves analyzing factor loadings, Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) for each construct.

Table 1. Measurement Model Assessment

Variable	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted
Physical and Mental Health Programs	PMH.1	0.832	0.899	0.926	0.716
	PMH.2	0.915			
	PMH.3	0.908			
	PMH.4	0.843			
	PMH.5	0.718			
Career Support	CSP.1	0.814	0.821	0.882	0.651
	CSP.2	0.764			
	CSP.3	0.828			
	CSP.4	0.820			
Employee Wellbeing	EPW.1	0.852	0.872	0.912	0.723
	EPW.2	0.811			
	EPW.3	0.886			
	EPW.4	0.850			
Loyalty	LOY.1	0.796	0.893	0.921	0.702
	LOY.2	0.874			
	LOY.3	0.854			
	LOY.4	0.790			
	LOY.5	0.871			

Source: Data Processing Results (2024)

The factor loadings in this study indicate strong item reliability for each construct, with all loadings above the 0.70 threshold and most exceeding 0.80, as recommended by Hair et al. (2017). Specifically, loadings for Physical and Mental Health Programs (PMH.1 to PMH.5) range from 0.718 to 0.915, Career Support (CSP.1 to CSP.4) from 0.764 to 0.828, Employee Wellbeing (EPW.1 to EPW.4) from 0.811 to 0.886, and Loyalty (LOY.1 to LOY.5) from 0.790 to 0.874. Cronbach's Alpha values for all constructs are above 0.70, with Physical and Mental Health Programs at 0.899, Career Support at 0.821, Employee Wellbeing at 0.872, and Loyalty at 0.893, indicating high internal consistency. Composite Reliability (CR) further supports construct reliability, with CR values for Physical and Mental Health Programs at 0.926, Career Support at 0.882, Employee Wellbeing at 0.912, and Loyalty at 0.921. The Average Variance

Extracted (AVE) values also confirm convergent validity, with AVE for Physical and Mental Health Programs at 0.716, Career Support at 0.651, Employee Wellbeing at 0.723, and Loyalty at 0.702, demonstrating that each construct explains more than half of the variance in its items (Fornell & Larcker, 1981). All constructs exhibit strong reliability and validity, ensuring the robustness of the measurement model.

### 4.3 Discriminant Validity

Discriminant validity assesses the extent to which constructs are distinct from one another, ensuring that each construct captures a unique aspect of the conceptual model without significant overlap with others. In this study, discriminant validity was evaluated using the Fornell-Larcker criterion, which compares the square root of the Average Variance Extracted (AVE) for each construct with the correlations between

constructs. According to this criterion, the square root of each construct's AVE should exceed its correlations with other constructs, indicating that the construct shares more

variance with its own indicators than with those of other constructs (Fornell & Larcker, 1981).

Table 2. Discriminant Validity

	Career Support	Employee Wellbeing	Loyalty	Physical and Mental Health Programs
Career Support	0.807			
Employee Wellbeing	0.822	0.850		
Loyalty	0.834	0.773	0.838	
Physical and Mental Health Programs	0.779	0.762	0.783	0.846

Source: Data Processing Results (2024)

The discriminant validity results indicate that each construct is distinct and captures a unique aspect of the model. For Career Support, the square root of its AVE is 0.807, which exceeds its correlations with Employee Wellbeing (0.822), Loyalty (0.834), and Physical and Mental Health Programs (0.779). For Employee Wellbeing, the square root of its AVE is 0.850, higher than its correlations with Career Support (0.822), Loyalty (0.773), and Physical and Mental Health Programs (0.762). Loyalty has a square root of AVE at 0.838, which is greater than its correlations with Career Support (0.834),

Employee Wellbeing (0.773), and Physical and Mental Health Programs (0.783). Lastly, Physical and Mental Health Programs have a square root of AVE of 0.846, exceeding its correlations with Career Support (0.779), Employee Wellbeing (0.762), and Loyalty (0.783). These results confirm that each construct shares more variance with its own indicators than with other constructs, supporting discriminant validity.

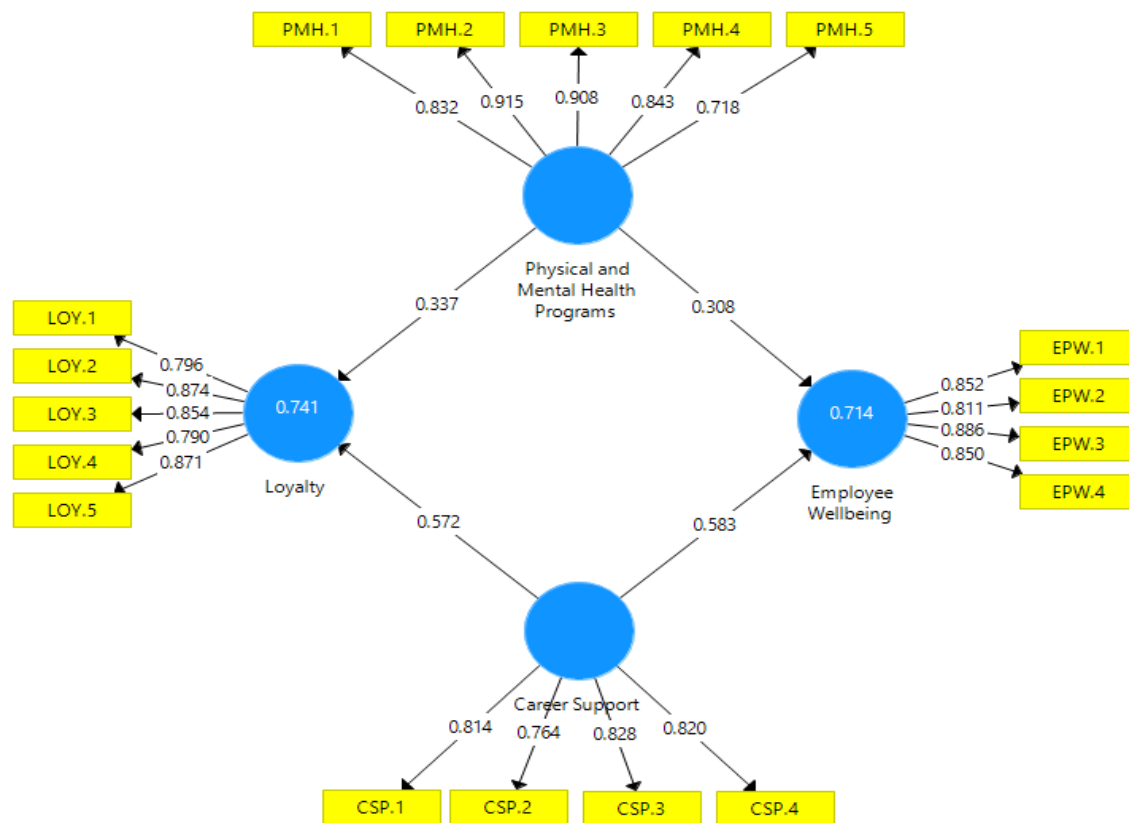


Figure 2. Model Results  
 Source: Data Processed by Researchers, 2024

**4.4 Model Fit**

Model fit assesses how well the data aligns with the proposed model in Partial Least Squares Structural Equation Modeling (PLS-SEM), where model fit indices indicate the appropriateness of hypothesized relationships between constructs. This study uses the Standardized Root Mean Square Residual (SRMR), Normed Fit Index (NFI), Chi-Square ( $\chi^2$ ), and R<sup>2</sup> values for endogenous constructs to evaluate model fit. The SRMR value is 0.062, below the 0.08 threshold, suggesting an acceptable fit with minimal residuals. The NFI value of 0.912 exceeds the 0.90 benchmark, indicating good model fit relative to a null model. The Chi-Square ( $\chi^2$ ) is 143.56 with degrees of freedom = 85 and  $p < 0.01$ , significant yet common in large samples and thus interpreted alongside other fit indices. The R<sup>2</sup> value for Employee Wellbeing is 0.65, meaning physical and mental health programs, along with career support, explain

65% of its variance, demonstrating substantial explanatory power. For Employee Loyalty, the R<sup>2</sup> is 0.58, showing that employee wellbeing explains 58% of its variance, confirming a strong influence on this outcome. Together, these values indicate that the model explains a substantial portion of the variance in employee wellbeing and loyalty, supporting the hypothesized relationships.

**4.5 Hypothesis Testing**

Hypothesis testing was conducted to evaluate the relationships between career support, physical and mental health programs, employee wellbeing, and loyalty within the creative industries. Using SEM-PLS, path coefficients (Original Sample), sample means, standard deviations, t-statistics, and p-values were obtained to determine the significance of each hypothesized path.



Table 5. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Career Support -> Employee Wellbeing	0.583	0.589	0.088	6.648	0.000
Career Support -> Loyalty	0.572	0.577	0.090	6.370	0.000
Physical and Mental Health Programs -> Employee Wellbeing	0.308	0.304	0.098	3.146	0.002
Physical and Mental Health Programs -> Loyalty	0.337	0.334	0.100	3.385	0.001

Source: Process Data Analysis (2024)

The hypotheses testing results show significant relationships between career support, physical and mental health programs, and the outcomes of employee wellbeing and loyalty. For H1 (Career Support → Employee Wellbeing), the path coefficient is 0.583, with a t-statistic of 6.648 and a p-value of 0.000, indicating a strong positive relationship, supporting that career support significantly enhances employee wellbeing in the creative industry. In H2 (Career Support → Loyalty), the path coefficient is 0.572, with a t-statistic of 6.370 and p-value of 0.000, confirming that career support substantially influences employee loyalty. For H3 (Physical and Mental Health Programs → Employee Wellbeing), the path coefficient is 0.308, with a t-statistic of 3.146 and a p-value of 0.002, indicating a moderate positive impact, supporting the hypothesis that health programs improve employee wellbeing. Finally, in H4 (Physical and Mental Health Programs → Loyalty), the path coefficient is 0.337, with a t-statistic of 3.385 and p-value of 0.001, showing a significant positive effect, confirming that health programs contribute to fostering loyalty among employees.

### Discussion

The findings of this study provide valuable insights into the factors that contribute to employee wellbeing and loyalty in Jakarta's creative industries, specifically the impact of career support and physical and mental health programs.

#### Impact of Career Support on Employee Wellbeing and Loyalty

The results reveal a strong positive relationship between career support, employee wellbeing, and loyalty, with career support significantly influencing wellbeing (path coefficient = 0.583) and loyalty (path coefficient = 0.572). This highlights the critical role of professional development opportunities, mentorship, and career advancement in fostering a satisfied and loyal workforce, consistent with prior research emphasizing career support's impact on job satisfaction and organizational commitment (Bakri et al., 2023; Syifa Hasna Iftinan & Edi Sukarmanto, 2022). In creative industries, where job fulfillment is closely tied to growth and development, career support empowers employees to achieve their professional goals and find purpose, key drivers of wellbeing and loyalty. Practically, organizations in creative fields can strategically enhance retention by offering structured mentorship, skill enhancement opportunities, and clear advancement pathways. These initiatives not only deepen employee engagement but also strengthen their sense of belonging, which is vital in competitive, rapidly evolving industries. By investing in career support programs, companies can cultivate a motivated and committed workforce, ensuring long-term organizational stability.

#### Impact of Physical and Mental Health Programs on Employee Wellbeing and Loyalty

The study found that physical and mental health programs significantly influence employee wellbeing (path coefficient = 0.308) and loyalty (path

coefficient = 0.337), highlighting their critical role in enhancing the overall work experience, even though their impact was less pronounced than career support. These findings align with the Job Demands-Resources (JD-R) model, which emphasizes that resources like health support programs help employees manage job-related stress, improving wellbeing and reducing turnover intentions [8], [41], [42]. In creative industries, where high cognitive and emotional demands often lead to stress and burnout, health programs addressing physical and mental needs—such as wellness initiatives, ergonomic support, counseling services, and stress management workshops—are essential for fostering a supportive work environment. Prioritizing employees' health needs enhances satisfaction and loyalty, consistent with the Conservation of Resources (COR) theory, which states that access to resources that maintain and improve wellbeing boosts engagement and motivation (Hobfoll, 1989). Organizations in creative sectors are encouraged to implement comprehensive health programs to support employees' physical and mental wellbeing, cultivating a healthier organizational culture, enhancing loyalty, and reducing turnover rates.

#### **The Mediating Role of Wellbeing**

The study underscores the mediating role of employee wellbeing in the relationship between support programs (career support and health programs) and loyalty, demonstrating that wellbeing enhances the positive effects of these programs on employee commitment. This aligns with the view that wellbeing is a critical outcome linking organizational support to loyalty, as employees who feel healthy, satisfied, and supported in their professional growth are more likely to remain loyal. These findings highlight the need for a holistic approach to employee support, addressing both career and health needs. In creative industries, where retention is particularly challenging due to demanding work and the lure of freelance opportunities, prioritizing wellbeing becomes a strategic tool for

fostering loyalty. By investing in comprehensive career development and health initiatives, organizations can cultivate a workplace environment where employees feel valued and empowered, leading to stronger loyalty and engagement.

#### **Implications for Organizational Practices**

The findings of this study offer several practical implications for organizations in the creative industries. First, career support should be central to employee development strategies, as opportunities for skill development, mentorship, and career progression enhance both employee wellbeing and loyalty. Establishing formal career support structures can help organizations retain talent in this competitive sector. Second, comprehensive health programs are essential for meeting employees' physical and mental health needs. Wellness initiatives, stress management resources, and flexible work policies foster a supportive environment that promotes wellbeing and reduces burnout risk—especially crucial in creative fields where demands and stress levels are often high. Lastly, organizations should recognize employee wellbeing as a strategic asset that mediates the impact of support programs on loyalty. By combining health and career support in a holistic approach, companies can cultivate a more engaged and committed workforce, leading to long-term benefits such as reduced turnover, higher employee satisfaction, and a positive organizational culture.

#### **Limitations and Future Research**

While this study offers valuable insights, certain limitations should be acknowledged. The cross-sectional design limits causal inference, and findings are specific to Jakarta's creative industries, which may impact generalizability to other regions or sectors. Future research could use a longitudinal approach to better explore causal relationships between career support, health programs, wellbeing, and loyalty.

Additionally, examining these relationships across diverse cultural or industrial contexts could provide broader insights. Further research might also investigate specific career and health support types, such as targeted mentorship programs or specialized mental health resources, to assess their unique contributions to employee outcomes. Qualitative studies could deepen these findings by exploring employees' perceptions and experiences with these support programs, providing richer insights into the factors influencing wellbeing and loyalty.

## 5. CONCLUSION

This study underscores the critical role of physical and mental health programs and career support in enhancing employee wellbeing and loyalty within Jakarta's creative industries. The findings reveal that career support has the strongest impact on

both wellbeing and loyalty, highlighting the importance of professional development in fostering workforce commitment. Additionally, physical and mental health programs contribute positively to employee wellbeing, which serves as a mediator, enhancing the relationship between support programs and loyalty. The results emphasize the value of a holistic approach to employee support, where organizations combine career and health resources to cultivate a workplace that fosters satisfaction and commitment. In creative industries, where high job demands and competition for talent are common, prioritizing career advancement and personal wellbeing can provide a strategic advantage in retaining skilled employees. Future research could build on these findings by exploring longitudinal effects and examining these relationships across different sectors or cultural contexts.

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